

Executive Registry

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CONTAINER CORPORATION OF AMERICA

CHICAGO 3, ILLINOIS

OFFICE OF
THE CHAIRMAN OF THE BOARD

February 24, 1959

Mr. Allen W. Dulles, Director
Central Intelligence Agency
2430 E Street
Washington, D. C.

Dear Mr. Dulles:

Some years ago, when Henry Ford had invited many of us to attend the American Heritage Conference in Washington, you were the speaker and I had the pleasure of meeting you personally. For further identification, I think you know my brother-in-law, Paul H. Nitze, quite well.

For sometime we have been hoping that we could persuade you and Mrs. Dulles to attend for a fortnight, one of the Aspen Executives' programs. These begin in early June and run at two-week intervals throughout the summer, ending late in September. The attached folder will give you a little more detailed information. These sessions include reading assignments and seminar discussions for high officers of business. Also present are some of the top labor leaders, educators, gentlemen of government, men of science, and foreign diplomats.

Some of the Special Guests in the past have been three of the Supreme Court Justices, Messrs. Harlan, Black and Brennan; some of the foreign diplomats have included Sir Harold Caccia, Henrik de Kauffmann, Eelco van Kleffens, Sir Leslie Munro, etc.

Realizing that at this particular time you are no doubt unusually preoccupied with both governmental and personal matters, nevertheless, I was wondering whether you could give this matter some thought and let us know whether, in principle, you felt you might give favorable consideration to attending a session this summer. As you know, Washington and the rest of the country, is pretty hot and humid in the months of July and August, while Colorado is cool and pleasant. However, more seriously, we believe the Aspen Institute program is an extremely important one during the present state of our contemporary society, both nationally and internationally. Your presence would add further importance and distinction to a session.

Mr. Allen W. Dulles

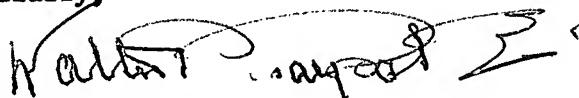
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Naturally, the Aspen Institute would want to have you and Mrs. Dulles as its guests. The trip by plane from Washington to Denver is a relatively simple one these days and then a twin-engine smaller plane flies guests to Aspen within forty-five minutes.

Do give this matter some thought and let me know at your convenience whether it might be possible for you to come. A final decision need not be made for two or three months.

With kindest personal regards, I am

Cordially,



Walter P. Paepcke
Chairman of the Board

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THE ASPEN EXECUTIVES' PROGRAM

"If we and, more important, our successors are to meet the challenge of leadership, we need a philosophy which goes beyond slogans. We need a philosophy we can defend because we understand it, both in its sources and its consequences. We can't come upon such a philosophy or such an understanding by accident."

WHAT A program designed to expand the executive's understanding of his role in society and the responsibilities that go with leadership.

HOW By means of assigned readings and seminar discussions with outstanding leaders from education, government, religion, labor, science, business and the law.

WHO Top executives of business, labor and the professions and those on their way to leadership.

WHERE Aspen, Colorado, a beautiful mountain village west and across the Continental Divide from Denver.

WHEN Five two-week sessions every summer.

The modern executive is highly trained for his business responsibilities. He understands research, production methods and cost controls. He is deeply concerned with his personnel, interested in public relations, carefully follows his sales and understands finance. He is well prepared, has good judgment and is incisive in his business decisions—

BUT Has he had the opportunity, or taken the time to analyze his role in society, the role of "business" or his position as a business leader?

Does he understand the sources of strength or the potential weaknesses in our society?

Does he know what he believes in and why?

Does he have sufficient confidence in the rightness of his beliefs to express his views courageously?

Is he articulate in expression and effective in providing leadership to preserve our greatest strengths?

Is he aware of his obligation to champion the principles upon which personal freedom and the free economy are founded?

WHO IS BEHIND IT?

The Aspen Executives' Program is presented by the Aspen Institute for Humanistic Studies, a not-for-profit corporation organized under the laws of Colorado. Mr. Walter P. Paepcke, Chairman of the Board, Container Corporation of America, is President of the Institute, and Mr. Glen A. Lloyd, Chicago attorney, Chairman of the Board of Trustees, University of Chicago and former Assistant Director of Foreign Operations Administration is Vice President.

BOARD OF TRUSTEES

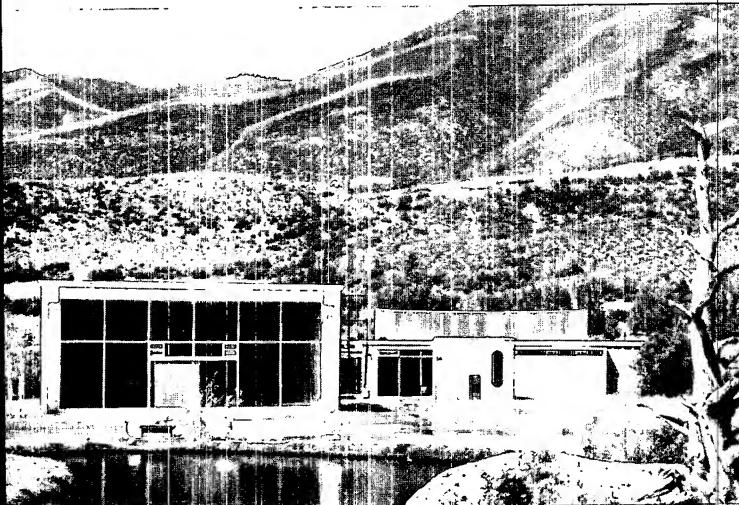
Dr. Albert Schweitzer, Honorary Trustee. . . Lambaréné, Africa
 Robert O. Anderson, President,
 Malco Refineries, Inc. Roswell, New Mexico
 Louis T. Benezet, President,
 Colorado College Colorado Springs, Colorado
 Norman Cousins, Editor,
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 Trustee, Music Associates of Aspen New York City
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 Bell, Boyd, Marshall & Lloyd Chicago
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 Inland Steel Chicago
 Neele E. Stearns, President,
 Crane Company Chicago
 Robert L. Stearns, President,
 Boettcher Foundation Denver
 Dan Thornton, former Governor of Colorado Denver
 Thornton Wilder, playwright, novelist . . . Hamden, Connecticut
 Raymond H. Wittcoff, Vice President,
 Caradine Hat Company St. Louis

WHAT IS THE PURPOSE?

The Aspen Executives' Program is not "just another college or intra-company summer program." It is not intended to teach marketing, finance, or business management. Rather, it is intended to develop

the executive's understanding of his role in our society and the goals toward which he can direct his life and the influence of the very important organization that he leads. It is designed to teach him more about himself and his responsibilities to others, and it does this by providing him with the opportunity for analysis, the stimulation of ideas and the challenge of discussion.

The Aspen seminar is not a high-pressure sales job for any pat formula or political creed, nor does it purport to offer a capsule education or cultural gloss in political history or theory in two easy weeks. What the seminar does offer is a chance for a group of men experienced in the responsibility of decision to take a breathing spell in the midst of the typical press of day-to-day demands, to reflect soberly on some basic problems of the nature of society and the individual's place in it.



Aspen Health Center

WHAT METHODS ARE USED?

The effectiveness of the Aspen Executives' Program lies in the fact that participants are stimulated to develop their own convictions through exposure to—

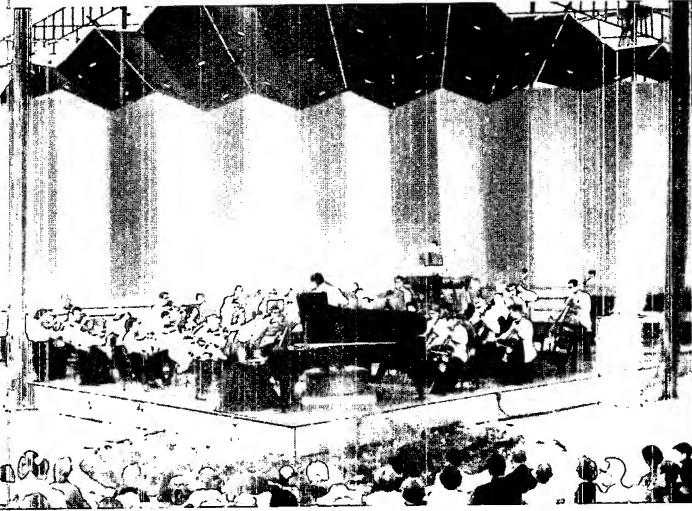
1. Selected readings from the works of the world's great philosophers, scholars, economists, historians and political leaders.
2. Daily meetings with a varied and stimulating group for informal discussion of ideas found in the readings, with special emphasis on the application of these ideas to current problems.
3. Lectures and panel discussions by authorities on international affairs two evenings a week, each followed the next morning by informal discussion with the leaders.

Not the least of Aspen's advantages is the frequent opportunity—at mealtime and during hours of recreation—to pursue with leaders of divergent backgrounds the discussions that originate in the seminars or following the lectures and panels. Indeed, some of a

participant's most rewarding intellectual exercise may occur while he is in a bathing suit, riding a horse or fishing in the companionship of men distinguished by achievement in fields other than business.

READING ASSIGNMENTS.

The assigned reading, in part, is intended to give the participant a brief "refresher course" in early American history, and to this end includes many well-known, but ill-remembered, American debates, discussions, and documents which played an important role in the development of our form of Government and our economy. In larger part, the readings are selected to present ideas which have influenced, or are currently influencing, the course of our society, including those written in opposition to many ideas which now pre-



Aspen Music Festival

vail. Thus, the great conflicts by which America has been, and is being, shaped are presented. Through the impact of these readings and the stimulation of discussion relative thereto, the participant's own thinking in these areas is broadened and his own conclusions developed.

The daily reading assignments are substantial but can be read in an average of approximately one hour and a half. The specific assignments, and all books, are sent to the participant immediately upon registration. For maximum benefit, as well as to increase the participant's enjoyment of the opportunities while in Aspen, it is strongly recommended that he read as much as possible of the assigned material before leaving for Aspen. A compact multilithed folio of the readings is presented as well as the permanently bound set of "The People Shall Judge." Wives are encouraged to read in advance as well, and of course to take part as auditors.

LEADERS AND PARTICIPANTS

The distinguishing element in the Aspen program is the quality of its leaders and participants. It is not dependent on any one university

—or, indeed, any one country. Included among the moderators, lecturers, and special guests during the last few years, have been:

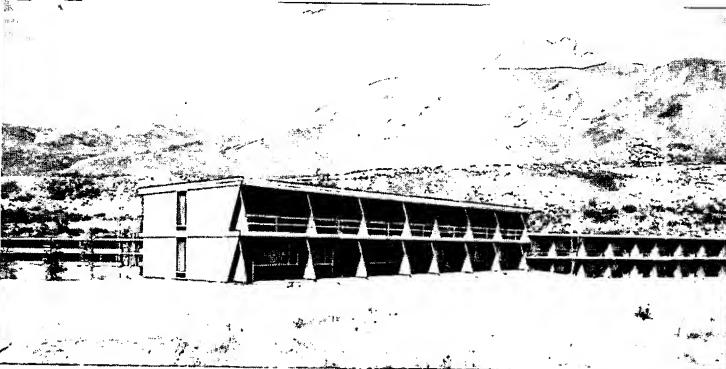
AGRICULTURE

D. Howard Doane, Doane Agricultural Service
Allen Kline, President, American Farm Bureau

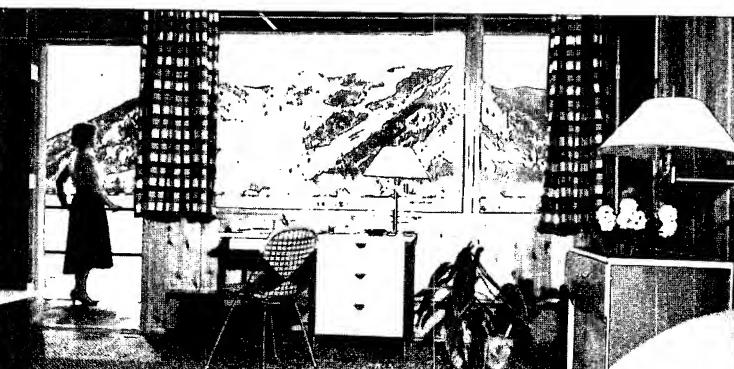
BANKING

Hulbert Aldrich, President, New York Trust Company
Gaylord A. Freeman, Jr., Vice President, The First National Bank of Chicago
Guy E. Reed, Exec. Vice Pres. & Director, Harris Trust and Savings Bank
Baron H. C. von Tucher, Bayerische Vereinsbank, Munich

John E. Burchard, Dean, Humanities and Social Studies, M.I.T.
Ernest Colwell, Dean of Faculties, Emory University
John Dickey, President, Dartmouth College
Clarence Faust, President, Fund for the Advancement of Education
Freidrich A. von Hayek, Committee of Social Thought, University of Chicago
Rev. Theodore M. Hesburgh, C.S.C., President, University of Notre Dame
Willard Hurst, Professor of Law, University of Wisconsin
Humayun Kabir, Secretary to the Ministry of Education, New Delhi, India
Lawrence Kimpton, Chancellor, University of Chicago
Grayson Kirk, President, Columbia University
Jacob Klein, Dean, St. John's College



"Aspen Meadows" Lodges



Typical Lodge Interior

BAR

Stuart Ball, Sidley, Austin & Burgess
Laird Bell, Bell, Boyd, Marshall & Lloyd
Chairman, Weyerhaeuser Timber Co.
Charles P. Taft, Headley, Siebbald & Taft
Stanley Weigel, Attorney, San Francisco
Lynn A. Williams, Attorney, Chicago

BENCH

Hugo Black, U. S. Supreme Court
John Marshall Harlan, U. S. Supreme Court
Charles E. Wyzanski
U. S. District Court, Massachusetts
President, Board of Overseers, Harvard College

ECONOMICS

Dr. Edwin G. Nourse, Former Chairman, Economic Advisors to the President

EDUCATION

Chester M. Alter, Chancellor, Denver University
Louis T. Benzet, President, Colorado College
Harvie Branscomb, Chancellor, Vanderbilt University
Courtney C. Brown, Dean, Graduate School of Business, Columbia University

Sterling McMurrin, Dean, University of Utah

Prince Francis Schwarzenberg, Assistant Professor of Political Science, Loyola University

F. Champion Ward, Ford Foundation

O. Meredith Wilson, President, University of Oregon

GOVERNMENT

William Benton, former Senator from Connecticut

Sushil K. Dey, Acting Director, Bureau of Social Affairs, United Nations

Edward T. Dickinson, Former Vice Chairman, National Security Resources Board

J. W. Fulbright, United States Senate

Malcolm Henderson, British Ambassador to Luxembourg

Philip Kaiser, Former Assistant Secretary of Labor

Henrik de Kauffmann, Danish Ambassador to the United States

Clare Boothe Luce, former United States Ambassador to Italy

Charles Malik, Foreign Minister of Lebanon

Albert H. Rosenthal, Regional Director, Department of Health, Education and Welfare

John Slezak, Civilian Aide to Secretary of Army

Dan Thornton, Former Governor of Colorado

E. N. van Kleffens, Netherlands Ambassador to Portugal (former President, General Assembly, United Nations)

K. C. Wu, Former Governor of Formosa

INDUSTRY

Daggett Harvey, Vice President, Fred Harvey
 David Hill, President, Pittsburgh Plate Glass Company
 Meyer Kestnbaum, President, Hart Schaffner & Marx
 Walter Koch, President, Mountain States Telephone and Telegraph Co.
 Fred Maytag II, President, The Maytag Company
 Clarence Randall, Chairman, Inland Steel Company
 David Shepard, Director, Standard Oil Company (New Jersey)
 Neele E. Stearns, Vice President, Inland Steel Company
 Langbourne Williams, President, Freeport Sulphur Company

INSURANCE

James Barker, Chairman, Allstate Insurance Company
 Edmund Fitzgerald, President, Northwestern Mutual Life Insurance Co.
 Thomas G. McGuire, President, Industrial Indemnity Co.

JOURNALISM

Norman Cousins, Editor, The Saturday Review
 Sydney J. Harris, Columnist, The Chicago Daily News
 Raymond Moley, Contributing Editor, Newsweek
 James Reston, Washington Bureau, The New York Times
 Edward Weeks, Editor, The Atlantic

LABOR

George Cavender, President, Colorado Federation of Labor, AFL
 Nelson Cruikshank, Director of Social Security, AFL-CIO
 Harold Gibbons, Warehouse & Distribution Workers' Union
 William Gomberg, Director, Management Engineering Department
 International Ladies' Garment Workers' Union
 Ralph Helstein, President, United Packinghouse Workers, CIO
 O. A. Knight, President, United Oil Workers, CIO
 Walter Reuther, President, United Auto Workers
 Ted Silvey, CIO
 Mart Starr, International Ladies' Garment Workers' Union
 Walter Turner, Vice President, International Printing Pressmen & Assistants Union of North America

LETTERS

Jacques Barzun
 Mark Van Doren
 Clifton Fadiman
 Thomas Hornsby Ferril

MEDICINE

Dr. Thomas M. French
 Dr. Thomas Hoen
 Dr. Charles S. Houston
 Dr. William R. Lovelace III
 Dr. Karl Menninger
 Dr. Marvin A. Stevens
 Dr. William Thomas

PHILOSOPHY

Mortimer J. Adler, Institute for Philosophical Research
 Yves Simon, The University of Chicago
 Paul Weiss, Yale University

RELIGION

Bishop Donald J. Campbell, Episcopal Diocese, Los Angeles, California
 Rev. John J. Cavanaugh, C.S.C., University of Notre Dame
 Rev. David R. Hunter, Director, The National Council Protestant Episcopal Church
 Bishop Hanns Lilje, President, Lutheran World Federation
 Dr. Reinhold Niebuhr, Union Theological Seminary
 Rabbi Edgar E. Siskin, North Shore Congregational Israel
 Rev. Gerard Smith, S.J., Marquette University

SCIENCE

George A. Cowan, Los Alamos
 Lee DuBridge, President, California Institute of Technology
 Enrico Fermi*
 George Gamow, University of Colorado
 Donald J. Hughes, Brookhaven National Laboratories
 Carson Mark, Los Alamos
 Theodore Puck, Medical School, University of Colorado
 Roderick Spence, Los Alamos
 Leo Szilard, University of Chicago

*deceased

IT IS A FULL AND STIMULATING PROGRAM.

The Aspen Executives' Program is not a "vacation," in the conventional sense. Most participants find that the program, the readings, and the discussions in and outside the seminar, present a challenge at least as mentally strenuous as their regular business life. But most of them find, also, that the two weeks at Aspen have been a vacation in the deepest and original sense of that term—a "being free from" the usual round of immediacies, with the real refreshment that comes from truly new experience, in a new frame of reference.

THE LECTURE SERIES—"GREAT IDEAS OF WESTERN MAN"

Each week there will be at least one evening speaker on the subject "Great Ideas of Western Man."

At an informal meeting held on the morning following each lecture, the audience is invited to ask questions or challenge the points made by the evening speaker.

One other evening each week a panel of important visitors to Aspen discusses some aspect of international affairs. This is similarly followed by an open forum discussion the next morning.

ASPEN HEALTH CENTER

Participants in the Executive Seminars are invited at no extra charge to use the Aspen Health Center program of exercise, Sauna and massage during their stay.

RECREATIONAL OPPORTUNITIES.

Aspen is located in the center of the Colorado Rockies surrounded by a great mountain wilderness challenging the visitor to explore by

foot or horseback. There are many beautiful drives throughout the area and in almost every valley runs a turbulent trout stream.

The "Aspen Meadows" lodges, which were built to accommodate the executive participants and their wives, have an excellent swimming pool, tennis court, riding stables, etc., and the village of Aspen offers many interests and activities.

Even more interesting to many of the participants, however, are the opportunities to meet with the professional guests, the discussion leaders, lecturers and musicians, in informal discussions and exchange of ideas.



Seminar Building

THE ASPEN MUSIC FESTIVAL.

Each year the world famous Aspen Music Festival brings to Aspen from June until September, an outstanding symphony orchestra. This year there will be a group of internationally known solo musicians with Izler Solomon conducting the Aspen Festival Orchestra.

THE EXECUTIVE PARTICIPANT

As the function of the program is to give to the business executive a broader understanding of his responsibility as a leader, the group is largely made up of the present chief executives, prospective leaders, and some younger executives, from many business organizations, both large and small, throughout the United States.

Representative companies which have sent one or more participants in the past five years include the following:

ACCOUNTING

Arthur Andersen & Company

ADVERTISING

Foote, Cone & Belding, Chicago

BANKING

American National Bank, Chicago

American Trust Company, San Francisco

The Chase Manhattan Bank, New York

City National Bank of Chicago
 Colorado National Bank
 Commercial National Bank, Muskogee, Oklahoma
 Continental Illinois National Bank, Chicago
 First National Bank of Chicago
 Harris Trust Company, Chicago
 Merchandise National Bank, Chicago
 National City Bank of New York
 New York Trust Company
 The Northern Trust Company, Chicago
 Northwestern National Bank, Minneapolis
 The United States National Bank of Omaha

FOOD

Companhia Swift do Brasil
 Froedtert Malt Corporation
 Great Western Sugar Company
 Kellogg Company
 Oscar Mayer & Company

INSURANCE

John Hancock Mutual Life Insurance Company
 Industrial Indemnity Company
 Metropolitan Life Insurance Company
 Northwestern Mutual Life Insurance Company

INVESTMENTS

Kidder, Peabody & Company
 Lehman Brothers
 John Nuveen & Company
 Walter E. Heller & Company

MANUFACTURING

Ace Carton Corporation
 American Pulley Company
 American Steel Foundries
 Bell & Howell Company
 Borg-Warner Corporation
 Chance Vought Aircraft, Inc.
 Chicago Mill & Lumber Company
 Container Corporation of America
 Deere & Company
 Dixie Bearings, Inc.
 Embossograph Company
 Emkay Motors
 Farley Manufacturing Company
 Gardner Board & Carton Company
 Hart, Schaffner & Marx
 Houdaille Industries
 Inland Steel Company
 International Business Machines
 International Harvester Company
 International Paper Company
 Joseph Ryerson Company
 Marvel Metal Products Company
 The Mengel Company

Owens-Corning Fiberglas Corporation
Pheoll Manufacturing Company
Pioneer Paper Stock Company
Pittsburgh Plate Glass Company
Potlatch Forests, Incorporated
Pressed Steel Car Company
Q-Tips, Incorporated
Signode Steel Strapping Company
Southland Paper Company
Sutherland Paper Company
Studebaker Corporation
U.S. Industries, Inc.
West Michigan Steel Foundry Company
Weston Paper & Manufacturing Company
Yale & Towne Manufacturing Company

MOTION PICTURE INDUSTRY

The Jaffe Agency, Inc.

PETROLEUM

Cities Service Company, Inc., New York
Cosden Petroleum Corporation
Creole Petroleum Company
Esso Standard Oil Company
Humble Oil & Refining Company
Malco Refineries, Inc.
Milton Oil Company
Ohio Oil Company
Standard Oil Company (Indiana)
Standard Oil Company (New Jersey)
Standard Oil Company (Ohio)

PHILANTHROPY

Lilly Endowment
Mellon Foundation
The Lovelace Foundation
Southwest Endowment Corporation

PRINTING & PUBLISHING

Kable Printing Company
Lane Publishing Company

PUBLICATIONS

Fortune
Life
U.S. News

RESEARCH

Science Research Associates

RETAILING

Dayton's
I. Magnin & Company
Marshall Field & Company

TRANSPORTATION

Railway Express Agency

UTILITIES

Equitable Gas Company, Pittsburgh
Iowa Public Service Company
Mountain States Telephone & Telegraph Company
Peoples Gas Light & Coke Company

REGISTRATION

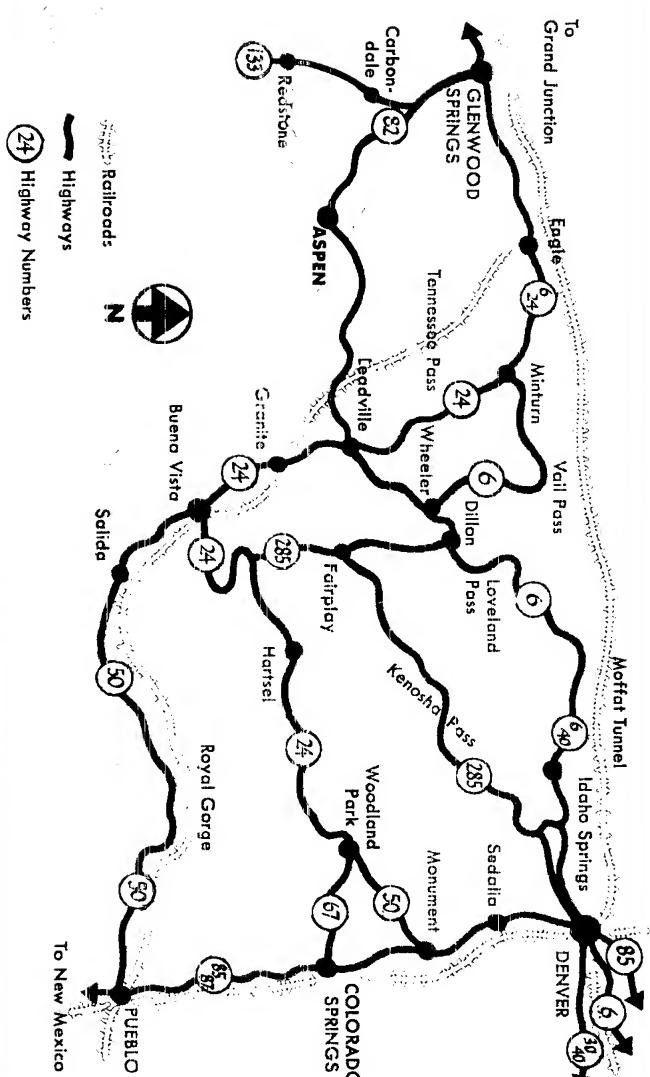
Corporations expecting to attend are asked to indicate their intention to do so immediately and to specify the names of those attending.

With respect to the dates, the institute may request a change for late registrants in order that seminar groups may be kept reasonably small and evenly distributed throughout the program.

ADDRESS INQUIRIES TO: The Aspen Institute, Aspen, Colorado



Aspen Executives' Seminar in Session



THE ASPEN EXECUTIVES' PROGRAM

ASPEN, COLORADO SUMMER OF 1957